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24 February 1977

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MEMORANDUM FOR: Center for Policy Support

SUBJECT : Comments on IC Staff Paper "Systemic Problems in Intelligence Analysis of the Soviet Union"

1. The IC paper includes a brief and general rumination about the need for the community to draw more on Soviet specialists in the academic community (page 11). As you know, I have been working on specific proposals designed to do that for analysts throughout the directorate and recently briefed the DDI Production Production Board on several of them. You should also know, however, that opposition to expanded efforts in this area is strong in some DDI offices. In this instance at least, our efforts and those of the IC Staff may well prove to be parallel.

2. First, you should know generally about the dimensions of present efforts aimed at promoting ties with academic specialists interested in Soviet affairs. During the second half of 1976, my predecessor in academic relations mailed seven different unclassified reference aids to about 25 leading Soviet scholars. Many of them have been receiving such materials for years and are in regular touch with Agency specialists. OSR and OER separately sent out more than 100 copies of other Soviet-related reference materials during the second half of last year. During that period, a half dozen or more DDI people attended various academic conferences devoted to Soviet matters, and individual contacts--about which I do not have complete records--undoubtedly are conducted profitably.

3. Though some offices express full satisfaction with the extent of their people's outside ties, I firmly am of the opinion that they ought to be increased and improved. One of my suggestions--received with derision

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by one office chief--could have useful results if it is carried out professionally and with proper safeguards. There are more than 30 graduate centers devoted to interdisciplinary studies of Soviet and Eastern European affairs at American universities. Most of the country's most prestigious and productive Soviet experts are affiliated with them I am told. I have proposed adding these centers to our mailing list of reference aid recipients with the objective of using regular mailings as a wedge for opening constructive, two-way dialogues.

4. Other proposals I am now refining include conferences and symposia of various types to introduce more of our Soviet experts to some of the best on the outside. I plan to visit and otherwise assess the research programs of most of the leading private think tanks in the US and new relationships with Soviet specialists hopefully will result. Many other things can and ought to be started this year. We should have no illusions about how long it will take to build a network of substantive relationships or about the obstacles to such efforts both inside and outside of the agency. Even modest efforts begun now could have positive results consistent with some of the main points of the IC paper, however, so that in a not too distant future, analyses of Soviet affairs by private scholars could intersect better with ours.

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